



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION
FORT HOOD, TEXAS 76544

REPLY TO
ATTENTION OF:

AFYB-CG

05 July 2007

MEMORANDUM FOR: Commanders of Brigades and Separate Battalions, Primary and Special Staff

SUBJECT: The 4th Infantry Division Ironhorse Big 8

1. **Purpose.** Senior leaders can not personally attend every step of the troop leading procedures of their subordinate patrols and operations. However, there are certain evaluation criteria that, when reviewed, can be used by leaders to help coach, teach and mentor their subordinates. This criterion will help set the conditions for success in all operations. What follows is the "Ironhorse Big 8" which, when adhered to, will enable all units with the Ironhorse Division to train as we fight!

2. The 4th Infantry Division Ironhorse Big 8:

a. **Operations Orders:** The standard is a clear, complete and concise five paragraph field order that has been developed through analysis of the higher headquarters order, intelligence preparation of the battlefield (IPB) and course of action (COA) wargaming. It includes tasks and purposes for each subordinate element, captures essential and specified tasks, clearly articulates commander's intent, and maximizes available time through the use of warning and fragmentary orders. The order must be clearly understood and easily digested down to the platoon leader and platoon sergeant level. While the operations order begins the mission process, the after action review (AAR) puts closure on the mission. Units will conduct AARs following all missions to ensure they capture relevant data prior to mission debriefs. Units will share their lessons learned with their adjacent units so that all can benefit from their experiences. We must get better every day and the AAR process will help us achieve success.

b. **Graphics:** The standard is clear and accurate graphical control measures that support the task and purpose, reflect the scheme of maneuver (maneuver graphics), scheme of fires (fire support overlay), air-ground integration, and scheme of combat service support (CSS) (CSS graphics). Graphics are to be disseminated down to vehicle or aircraft commander or squad leader level, be consolidated (Team, Task Force, Brigade Combat Team, or Division), and reflect all refinements made after initial issue. Additionally, graphics dissemination should include a refined Enemy Situational Template that fits enemy capabilities and formations to the terrain. Finally, graphics must support branch plan execution.

SUBJECT: The 4th Infantry Division Ironhorse Big 8

c. **Pre-Combat Checks (PCC) and Pre-Combat Inspections (PCI):** Include (1) before operations maintenance checks performed on all equipment, to include CREW, FBCB2, BFT and NVGs; (2) Pre-fire checks completed to include combat systems boresighted to a known distance during the day and night (and reported to the higher HQs), and as METT-TC permits, test firing conducted; (3) Tactical load plans inspected and made safe; (4) Classes of supply uploaded in accordance with unit TACSOP or OPORD specifics; (5) Communication checks conducted on all nets (6) camouflage, uniform, personal protective equipment and MOPP level in accordance with OPORD; (7) OPORD and graphics checked and subordinate unit backbriefs conducted; (8) Rollover and fire drills conducted. Leaders at all levels will conduct PCIs and direct the focus for subordinate leader conducted PCIs. (9) IED strike rehearsals & back briefs for all crews in all combat patrols to include what each Soldier will do, what each vehicle will do, the reporting process, the recovery process, and the CASEVAC plan. (10) Vehicle commanders will ensure drivers conduct the two minute drill on their vehicle whenever the vehicle stops. This includes cleaning all windows, the entire windshield and all lights IOT facilitate seeing IEDs.

d. **Rehearsals:** Leader lead rehearsals can be resourced and conducted in a variety of ways, from fully mounted combined arms, FM, leaders only, down to a simple map board huddle. METT-TC will drive the type rehearsal, but some form of rehearsal MUST be conducted to standard before an operation commences. "To standard" means that the rehearsal reinforces the commander's intent and confirms his subordinates fully understand the plan and execution. Rehearsals will be Combined Arms Rehearsals (CARs) wherever it is a Combined Arms Team, and subordinate unit battle drill rehearsals will be conducted prior to the CAR whenever time permits. CARs are characterized by using an "uncooperative enemy" that makes leaders think through their actions and orders. Follow an action, enemy reaction, counteraction format.

e. **Security/ Force Protection:** A continuous responsibility at every unit level. Always have a security plan during planning, preparation, execution and consolidation, with clearly defined tasks for subordinates. Establish passive CBRN defense measures, conduct active and passive security patrols (all type units) and surveillance, and enforce Readiness Condition (REDCON) levels. Designated air guards, IED-D/C-Sniper actions, adjacent unit coordination for fires control plan and security plans/patrol routes, planned jumps to alternate locations, rally points, and designated/prepared QRF are inherent to unit security.

f. **Reconnaissance & Surveillance:** Continuous, aggressive reconnaissance of the enemy and/or terrain and maintaining observation at critical locations must be planned, prepared and executed at every level across the division. This is not just a scout or dismounted infantry task. Based on IPB (again, done at every level with a top-down initiated, bottom-up refined enemy situational template), focused by the commander's PIR, and linked to friendly decision points. All units have an R&S responsibility under the coordination of higher HQs.

SUBJECT: The 4th Infantry Division Ironhorse Big 8

g. Time Management: Commanders and staffs must effectively analyze time available and balance requirements of higher and subordinate units to ensure the best use of time. At a minimum adhere to the 1/3- 2/3 rule. Subordinates are given sufficient time to prepare for the mission; effective use of WARNOs and FRAGOs; parallel planning opportunities are exploited to execute sequential and simultaneous events; OPOD/ briefback/ backbrief/rehearse sequence used. Nested rehearsals (e.g. generic platoon and company/team battle drill rehearsals followed by METT-TC specific CARs at Task Force and BCT level) are critical. Each command level will develop timelines that cover the essential planning, preparation and execution tasks, which will be consolidated, tracked and enforced at company and higher levels.

h. Composite Risk Management: Leaders will conduct continuous evaluation of operational and tactical risks of all activities. Leaders identify risks specific to their METT-TC as well as the methods to mitigate those risks. This does not mean that we do not accept risk and that we don't seek to train under realistic, challenging conditions. It means that leaders assess risk and, through good, trained SOPs and the chain of command reduces that risk wherever possible by utilizing the five step risk management process: identify hazards, assess hazards, develop control options and make the risk decision, implement controls, and supervise and evaluate. Ultimately, every unit has an SOP for operational and training mission approval given the risk assessment. Risk management will be embedded into all tactical orders. The standard is (1) continuous refinement and updated risk levels by FM or face-to-face orders (2) tracking current risk levels in command posts (3) identification of types of risks – tactical and accidental – and their mitigating measures (4) reviewing effectiveness of risk management in all AARs. Our most junior Soldiers must understand and execute risk management during the conduct of all operations.

3. Conclusion. Commanders will implement the Ironhorse Big 8 as a means for them to spot check their subordinates ensuring the conditions are set for mission accomplishment. This is a working document that will be implemented, assessed, and updated in order to set the conditions for determined and dedicated units that are prepared to fight and win during our upcoming operations in Iraq!

“STEADFAST AND LOYAL!”